



# KEY ACHIEVEMENTS

## 2016-2021







# FOREWORD

## FROM THE MINISTER FOR ENTERPRISE, HON LAURENCE SKELLY MHK

The Department for Enterprise has achieved a great deal in the last five years, and this report seeks to detail those achievements. In reality, most of these updates come in two parts, those before the pandemic arrived in March 2020, and those after. It is a testament to the resilience, adaptability, commitment and determination of so many of the Department's officers that we were able to adapt, protect and to recover our economy during an incredibly challenging time.

Firstly, any review of our achievements must start with the creation of the Executive Agencies themselves, and the restructure from the (then) Department of Economic Development, to the Department for Enterprise. The Agencies have flourished, bringing valuable private sector expertise into Government, and promoting new ideas and sectors to develop. I thank all those who have served on those Agencies for their input.

As we come to the end of the

current political administration, it is right that we now reflect on what has worked and what we need to improve on. I have therefore asked that a review of the operation of the Agencies be undertaken, so that the next Enterprise Minister can consider how to take these forward.

Secondly, work supporting large numbers of businesses through the COVID pandemic was a key focus of the latter part of the administration, offering support in a timely and efficient way when it was most needed. This has been built upon through the Economic Recovery Group, which Enterprise, Treasury and Cabinet Office have worked closely on together.

I am also proud that DfE has supported vital infrastructure projects, including the roll out of Fibre Broadband to support home working and has worked with partners to provide training and skills, promoting productivity and wellbeing in changing workplaces.

The danger with any top level review is that you risk missing

important projects. Looking back, there has been much to be proud of. For example, the Island's first Graduate Fair in 2019 and the Graduate incentives now on offer to encourage our young people to return are fantastic, and Locate.im - which was merely an idea at the beginning of this administration - but has now become embedded as an important function of the Department. I would implore you to read the whole document, as it is the only way to fully appreciate all the work done across all the teams.

In closing, I would like to personally offer my sincere thanks to everyone who has contributed towards the Department in recent years to address challenges and embrace new opportunities. I would like to offer special thanks to the Political Members who have driven forwards lasting and positive change and leave a legacy to be proud of and inspire future generations.

**Hon Laurence Skelly MHK,  
Minister for Enterprise**

July 2021



# EXECUTIVE AGENCIES



# FINANCE ISLE OF MAN

Finance Isle of Man has since its launch, run major new promotional campaigns in conjunction with industry, gained new business in core sectors, researched new opportunities and managed Brexit and the ever changing international environment.

## Key Achievements:

- Marketing and promotional campaigns such as IoM for Life (isleofmanforlife.com) which involve co-funding and public/private sector collaboration and support have been successful. Finance Isle of Man are currently coming to the end of a specific campaign around Captive Insurance and have just started a campaign promoting International Pensions, both of which will be run in conjunction with industry.
- Off Island activity has been co-ordinated with industry to support opportunities for Manx businesses in their target jurisdictions, including Latin America and Middle East for the Life sector, and UK, Switzerland, Monaco, South Africa and East Asia for the Fiduciary and Wealth Management sectors.
- Jurisdictional awareness highlights include 2019 South Africa engagement where, with multiple industry hosts, Finance Isle of Man engaged with introducers and businesses and have helped facilitate relocations to the IoM. One business is already here and three more are in the process of moving. This proved very successful and we will recommence activity when we are able to do so.
- Two new banking licences have been awarded during this administration. Finance Isle of Man are hoping to shortly see the relocation of a large book of business to a locally based bank, which will support increased headcount and significant tax revenue. The team have also worked to establish new regulations around Crowdfunding.
- Finance Isle of Man also continue to engage with sectors on the challenges they face around recruitment of skilled staff, one of the largest barriers to growth in our sector. We co-operated with Locate Isle of Man to deliver a specific campaign around the Accountancy sector, immediately pre pandemic, and we are keen to work on more projects in this area.
- Brexit has been largely neutral for IoM based financial services, as the EU was not a market for IoM businesses who had no market access previously. We have however identified opportunities for the IoM in the post Brexit world, particularly in Insurance and Funds. In the Insurance sector there is an opportunity to attract Life offices who need to service clients in the UK, as this cannot now be facilitated via the EU as well as access to the UK general insurance market.
- For the Funds industry, there is a Brexit related opportunity as the UK is reviewing the application of VAT in financial services.
- Projects in progress include "InsurTech" (the application of new technologies alongside our existing significant Insurance sector) and "Employee Benefits" which builds on existing expertise in the Island to create an enhanced proposition.
- Finally, during the pandemic, we co-ordinated the agreement and delivery of two pandemic support schemes through the banking sector – the "Disruption Loan Guarantee Agreement" and the "Working Capital Loan Agreement", whilst working to support our sectors through this challenging period.

**FINANCE ISLE OF MAN IS RESPONSIBLE FOR THE SHARED VISION AND STRATEGY FOR THE ISLAND'S FINANCIAL SERVICES INDUSTRIES AND THE ISLE OF MAN AS AN INTERNATIONAL FINANCE CENTRE OF EXCELLENCE.**

# DIGITAL ISLE OF MAN

Digital Isle of Man has promoted a large number of new sectors, from blockchain to esports, and retained a core competence in eGaming continuing to attract businesses worldwide. Our infrastructure work continues to improve broadband access across the Island.

## Key Achievements:

- The Gambling Supervision Commission is now supervising more licence holders than ever before.
- With the creation of our Strategic Partnerships team we now have the capability to respond proactively to sector needs when appropriate. COVID-19 has taught us that flexibility and the ability to adapt communication and support is vital to the ongoing success of our sectors.
- In eGaming, software supplier and token based licences have been introduced.
- In blockchain, the formation of the blockchain office, a world leading approach bringing together regulator and business development expertise in one location. Two crypto exchanges launched, and 28 jobs created from scratch.
- In 2020 we evolved this with the Digital Accelerator Programme; first introduced as a concept at a workshop where it was developed alongside key individuals and businesses involved in the blockchain space in the Isle of Man. The Accelerator Programme has created an active ecosystem of interested businesses, including recognition for those Island businesses with a presence in the blockchain and crypto space, whilst also providing clearer access to our Island's service providers that have direct experience in supporting blockchain businesses.
- 10 Internet of Things ("IoT") projects launched in the pipeline, with 80% coverage of free to access LoRaWAN. Air quality monitors in schools, an IoT Accelerator Programme was created in 2020.
- A number of IoT projects are currently in the pipeline, including indoor and outdoor air quality monitoring, flood modelling and smart farming. One of the first projects to be officially launched will be within the political setting of Tynwald.
- In esports - 12 local esports tournaments and three esports businesses have been created on-Island.
- In 2020 the esports industry was identified as a key area of interest in Digital Isle of Man's strategy. Funding was approved to enable Digital Isle of Man to deliver the first year of a three year initiative to establish the Isle of Man as a hub for the global esports industry by creating the same world class regulatory environment for esports as we did for eGaming.
- £11.5m committed to the roll-out of ultrafast fibre to difficult to reach areas. Two new sub-sea cables installed creating direct links to Europe and the USA.
- Acceleration of broadband roll-out from five years to four years.
- The Island's National Telecoms Strategy was released in October 2018, the vision being to have the Island recognised as a forerunner of telecoms innovation. Significant progress has been made since then, with the National Broadband Plan goal of delivering ultrafast fibre broadband to >99% of the Island's premises well underway and on track to be completed at the accelerated date of year-end 2024. We expect the project to be 50% completed by August 2021.

**DIGITAL ISLE OF MAN IS RESPONSIBLE FOR THE SHARED VISION AND STRATEGY OF THE ISLE OF MAN AS AN INTERNATIONALLY WELL-REGARDED AND DIVERSE DIGITAL NATION.**



# BUSINESS ISLE OF MAN

Business Isle of Man was created to focus on both the domestic economy, and on specialist export of high tech components. Its sectors include retail, hospitality, construction, logistics, real estate, cleantech, engineering and manufacturing, and has recently expanded to include cannabis. Many of these businesses were heavily impacted by the Covid-19 Pandemic, but Business Isle of Man continued to develop new opportunities and new sectors whilst protecting those core sectors.

## Key Achievements:

- In 2021, Business Isle of Man developed and supported the introduction of a flexible and detailed Medicinal Cannabis regulatory framework to allow commercial operators to grow, manufacture, distribute and export cannabis products under license from the Isle of Man. This is a new sector to diversify the Island and there has been significant business interest with three initial applications made to the GSC.
- Construction IOM (CIOM) was established to be a single voice to the industry, bringing together the Construction Federation, Chamber of Commerce and Construction Forum. The remit of CIOM is to develop and promote the sector, driving improvements in quality and safety through the development of the CIOM accreditation scheme and CIOM certificate scheme. CIOM played an important role during the pandemic in understanding the impact on industry and in creating guidance and messaging.
- The village and town branding project promoted a unique identity for each town through supporting the improvement of the digital branding presence of the town and businesses. This initiative has stimulated several of the towns' retail groups to meet to support each other and develop new initiatives for their town. The agency also facilitated a trial of the pedestrianisation of North Quay in Douglas, to boost footfall and capacity for hospitality businesses throughout the summer months following the lockdown with over 500 respondents 82% supporting the pedestrianisation.
- During the pandemic members of the Business Isle of Man team continued to meet and support the domestic economy. Best practice guidance was written, published and continually updated to support businesses including restrictions, risk assessments, hygiene and PPE requirements. Regular sector briefings were held, attended by hundreds of businesses weekly, providing direct, up to date information flow between Government and businesses at critical times and directly informed policy through initiatives and schemes developed to support businesses.
- A long term financial support package was developed by the Business Agency for the Engineering and Manufacturing sector for research and development to support these high tech businesses to innovate, diversify and implement business improvement programmes.
- The Domestic Event Fund was created to support events to stimulate spend in the local economy, and the commissioning of the Love IOM local spend campaign with the objective to harness the 'buy local/shop local' and 'local multiplier' message. The Love IOM gift card developed with the Economic Recovery Group is in development.
- The internship program for students has supported individuals obtain eight weeks work experience, allowing individuals to gain valuable experience in the workplace and business gain access to knowledgeable and talented individuals.

**BUSINESS ISLE OF MAN IS RESPONSIBLE FOR PROMOTING AND SUPPORTING A DIVERSE RANGE OF BUSINESS IN THE EXPORT AND DOMESTIC SECTORS.**



# VISIT ISLE OF MAN

The Visitor economy was improving strongly before the pandemic hit. Visit Isle of Man now need to revisit and rebuild with industry's help, and capitalise on the interest in domestic British tourism and our Biosphere status.

## Key Achievements:

- In 2016 Visit Isle of Man launched the Destination Management Plan where it set out a comprehensive analysis of the current state of tourism in the Island. The results from research and investigation have shown that the forecast for growth for the Isle of Man tourist industry requires the sector to seek markets offering significant sustainable growth. Between 2016 and 2018, the Island saw a steady increase in both visitor numbers and spend, but also stimulated private investment into three new hotels.
- A new strategic plan was launched by the Visit Agency in February 2020 which outlined the clear ambition to increase visitor numbers and spend by 2023. However, things changed in March 2020 due to the pandemic which resulted in our borders being closed. As such, over the past 12 months the Visit Agency has provided and supported industry businesses in relation to financial, business and marketing support. A key part of Visit Isle of Man's Visitor Ready Business Support Programme is to aid the sector's recovery once visitors can return to the Island, and its longer-term strategy to grow visitor numbers to the Island to 500,000 by 2030.
- Within this period we have worked with over 200 new tourist accommodation businesses which includes three new hotels, Comis Mount Murray, Mannin Hotel and Premier Inn. As well as increasing our accommodation stock we have also seen an increase in the quality of the stock.
- Since 2016 we have welcomed 132 Cruise Ships carrying 63,011 passengers and crew with continued healthy booking enquiries for 2022 onwards. The standout year was 2019 when we welcomed 49 ships; the best year the Island has had.
- In 2016 we launched a new website which opened up the facility for visitors to book their accommodation online and this has resulted in direct bookings confirmed through [visitisleofman.com](http://visitisleofman.com). Since the new website was launched, we've reached 6,220 bookings for those businesses who offer online booking.
- The website is the main 'call to action' for all marketing campaigns and has had 1.5 million unique users with over 8 million page views since its launch in 2016.
- Across all our social media channels since 2018 we have generated over 90,000 followers and an organic reach of over 11 million people.
- Visit have launched four major campaigns since 2016 producing videos as part of the campaigns and they have been viewed 3.5 million times.
- Visit Isle of Man's PR Agency has produced 611 articles generating £7,648,440.00 advertising equivalent value for the Island with articles reaching worldwide audiences; the most successful was the Fairy Houses.
- Over the past 12-months the Visit Agency has provided and encouraged industry businesses to understand the change in visitor preferences and to adopt approaches to respond to these ahead of welcoming visitors when border restrictions allow.
- Visit Isle of Man is in the initial stages of progressing an Accommodation Development Strategy for the Isle of Man to capitalise on the accommodation development opportunities that Hotel Solutions identified in its 2016 Hotel Futures Study and 2017 Non-Serviced Accommodation Futures Study.

**THE MISSION OF VISIT ISLE OF MAN IS TO PROMOTE THE ISLE OF MAN AS A QUALITY LEISURE TOURIST DESTINATION BY IMPLEMENTING A RANGE OF STRATEGIES DIRECTED TOWARDS INCREASING THE ECONOMIC AND SOCIAL BENEFITS FROM TOURISM AND THE VISITOR ECONOMY.**









**ISLE OF MAN  
REGISTRIES**



# ISLE OF MAN AIRCRAFT REGISTRY

The Aircraft Registry continues to provide essential regulatory activities to both the domestic airport and the aircraft on the Isle of Man register.

## Key Achievements:

- State Safety Programme published in July 2019 together with subsequent updates to ensure Island meets obligations under the Convention on International Civil Aviation.
- Aviation Security Quality Control Programme (ASQCP), which is required by EU law, was completely revised in March 2016 and has since been maintained with 5 further updates.
- An extensive programme of Aviation Primary and Secondary Legislation has been completed to ensure the currency and adequacy of our aviation safety & security legislation.
- Appropriate protection of airspace activity and protected events on the ground has been ensured by making the following restriction of flying regulations: TT and Manx GP (2016-2019); Tynwald day (2016-2021); air displays (Red Arrows, Battle of Britain Memorial Flight); restrictions pertaining to Isle of Man airport and Isle of Man prison with regard to the restriction of small unmanned aircraft (drones).
- Significant work continues with regard to Public Guidance including continued enhancement of our public websites: [www.gov.im/caa](http://www.gov.im/caa) and [www.iomaircraftregistry.com](http://www.iomaircraftregistry.com).
- IOMCAA Publications (CP) have been created and further updated to enhance the quality and availability of information to those that we regulate.
- BREXIT: continued aviation specialist advice/comment to Cabinet Office with regard to the proposed Air Transport Agreements between the UK and European Union as a consequence of the UK leaving the EU. This activity ensured the appropriate protection of air services between the Island and EU member states.
- IOMAR regulatory enhancements to ensure that services remain effective, efficient and proportionate to the safety risks.
- Aviation Safety Inspections: since 2016 over 1500 Certificates of Airworthiness have been issued, all of which have required an aircraft airworthiness survey to be completed. As a result of CV19, a "remote" desk based survey methodology was developed which ensures an equivalent standard of survey through the use of electronic media and communications. This remote survey process will be maintained as a service enhancement post CV19.
- "Safety Partnership Reviews" (SPR) of aircraft operations have now been introduced. SPR can be either conducted on site or remotely and aim to identify areas for development by the aircraft operator as well as best practices to share with others. Since 2016 nine such reviews have been conducted.
- Performance Based Oversight and audit of the following aviation activities at the Isle of Man airport: aerodrome operation; air traffic services; and meteorological services to aviation;
- Multiple routine aviation security inspections have been completed.
- Occurrence Reports: Since September 2016, over 600 routine occurrence reports have been received and processed, all of which enable positive safety measures to be put in place to protect operations from a potential future accident.
- Multiple ongoing online & digital enhancements to the Registry function.





# ISLE OF MAN SHIP REGISTRY

The Isle of Man Ship Registry continues to effectively regulate a worldwide fleet of Isle of Man registered vessels.

## Key Achievements:

- In 2017 we introduced a new Survey regime, new fee structure and new website.
- In 2018 Isle of Man Maritime formed (NFP Public/Private partnership Maritime cluster) funded by Ship Registry to promote Isle of Man Maritime centre of excellence.
- In 2019 we introduced a digital/electronically signed certification (one of the first flag states).
- In 2019 and 2020 were awarded World's Best Shipping Register – World Commerce Review.
- In 2020 we were the first flag state in the world to carry out remote survey of a ship in Australia.
- In 2020 we were the first flag state design acceptance of the use of LPG as ships fuel on an older Very Large Gas carrier (Green agenda) transition to 2050.
- In 2020 first flag state in the world to join the "Getting to Zero Coalition".
- The Ship Registry is currently the 17th largest by tonnage in the world (Clarksons), is firmly positioned on the global "white lists" for Port State Control (Quality flags) and on the United States Coast Guard Qual 21 programme for high performing flag states.
- Country strategy is in place, which include increasing our global network of BDM's and contracted surveyors to meet current and future client demand.
- The Isle of Man Ship Registry continues to innovate in terms of online services and customer responsiveness.
- Annual reports on activity, strategic objectives and performance can be found at: <https://www.iomshipregistry.com/forms-reports/annual-reports/>

# ISLE OF MAN CENTRAL REGISTRY

The Central Registry consists of the Civil Registry, Companies Registry; Deeds Registry, Land Registry and the Public Record Office. It also maintains a number of other small registers.

The establishment of the Central Registry created immediate savings by reducing the number of public counters.

Throughout lockdowns all Central Registry operations continued to operate by adapting and adopting new working practices as necessary. Specific emergency powers were granted for the Civil and Companies registries. The Land Registry was unique in regards to the four other land registries in the British Isles to remain open and providing all services throughout Covid-19 lockdowns. The Civil Registry was able to maintain birth and death registrations during Covid-19 whereas in the UK it was only able to register deaths.

## COMPANIES REGISTRY

- During the period the Companies Registry has incorporated or registered more than 13,000 companies and other corporate structures, and processed more than 463,000 events. Since 2016 processing times have improved significantly.
- Prior to the first lockdown in March 2020 the majority of filing with the Companies Registry were manual forms. This dramatically changed following lockdowns with 40% of filing now made digitally.
- In 2017 the Companies Registry established and populated the private Beneficial Ownership Register. The Companies (Amendment) Act 2021 enables a company operating under the provisions of the Companies Act 2006 to re-register as one operating under the provisions of the Companies Act 1931.
- The Companies Register is embarking on an ambitious £1m+ project to prepare for a verified public register of Beneficial Ownership and a digital enabled companies registry system.
- Work is also underway on a number of small but high priority projects. This summer the Registry will make system changes to allow 2006 Companies switch structures as set out in the Companies Amendment Act 2021 and also provide a simple online Companies Annual Return declaration.

## CIVIL REGISTRY

- In July 2016 the Civil Registry was the first place in the British Isles to introduce same-sex marriages and opposite-sex Civil Partnerships.
- The Adoption Bill which has recently completed its passage through the Branches of Tynwald will require the Civil Registry to maintain a new Adoption Contact Register.
- The Civil Registry has introduced a number of new digital services, such as facilities to purchase registration certificates online, and to provide registration details online prior to making an appointment.
- Over the last five years the Civil Registry has recorded more than 9,000 life events such as birth, deaths and marriages. Civil marriages and partnerships ceremonies now outstrip religious services. In the last five years the Civil Register has performed more than 1,000 civil marriages and civil partnerships.

## LAND & DEEDS REGISTRIES

- The Deeds Registry replaced its legacy IT system at the start of 2020, and in conjunction with Isle of Man Post Office scanned five years of historic Deeds. This has enabled the registry to make over 235,000 Deeds and Probate records available for purchase online for the first time.
- Since September 2016 to date the Land Registry has processed over 22,500 applications. Processing times and the age profile of applications have improved significantly over the period.
- The Registry has completed the first stage of building a new IT system using Government's Enterprise GIS platform ESRI and a centralised document repository system shared with the Deeds Registry. This has delivered the internal back-office Land Registration solution. Online applications are now accepted.
- The Land Registry Title locator published the Title Register online for 24/7 year round inspection. The service (and the online Deeds Registry services) is popular with the conveyancing market and provides a basis for the provision of a centralised hub for the inspection of all Government held information relevant to the conveyancing process.
- In 2019, a new fees structure was introduced with the intent to provide more support to those with low and middle incomes, and first and second-time buyers. The blanket fee of £5.70 per £1,000 of value of property was replaced with a tiered rates and a reduction in fees for the owner occupiers.

## PUBLIC RECORD OFFICE

- The Public Record Office (PRO) is the National Archive of the Isle of Man. It cares for over 5 km worth of historical records.
- In recent years the PRO has provided increasing support across all Isle of Man public bodies on record-keeping initiatives (including information asset registers and retention schedules) relating to the introduction of the Data Protection Act 2018.
- Since 2016 the PRO Team has accessioned 233 cubic metres of records, roughly equivalent to two double decker busses. The Team has produced 37 new online catalogues and six collection guides produced to improve public access to collections. Catalogues have been made available online via the PRO website and via the Archives Hub portal. The public utility of the service is increasingly being recognised, visitor numbers to the Record Office reading room tripled between 2015 and 2020.
- The PRO has also increased its outreach activity, for example by taking part in the annual Heritage Open Days programme. In 2019 it ran a special exhibition displayed in Tynwald Library and Ramsey Town Hall during 2019 'A Thousand Years, A Thousand Welcomes' celebrating the 40 year anniversary of the 1979 Tynwald Millennium. Accompanied by a VIP launch event in the Legislative Buildings during Tynwald Week attended by His Excellency Sir Richard Gozney and Lady Diana Gozney.
- The PRO established a very successful social media presence on Facebook and Twitter in 2019 to promote the Record Office collections and reach new audiences. PRO now have over 1,000 followers on Facebook, 790 followers on Twitter and an average of 1,500 individual engagements with our posts per month. An average of 25,000 impressions across social media platforms per month.
- The PRO also has a number of challenging projects.
- Digital Archive – increasing records are created and stored digitally. Capital funding of £750,000 has been awarded to establish the capability to preserve digital public records. The project is now underway.





# MOTORSPORTS

The Motorsports team successfully delivered the 2016-2019 TT and Festival of Motorsport, and continued to grow the event. Since 2020 they have been focussed on the future, doing a comprehensive analysis that will underpin the event for the years ahead.

- The Isle of Man TT Races has seen a decade of uninterrupted growth up to and including the last iteration of the events held during the current administration.
- This growth can be seen in visitor numbers (increasing from 30,000 pa to 46,000 pa), economic benefit (currently estimated to be £27m pa) and commercial income (receipts of £2.8m pa).
- The Covid-19 pandemic led to the 2020 and 21 TT's to be cancelled. Whilst these cancellations have been detrimental to tourism and hospitality sectors, it has allowed the Department to undertake a valuable root and branch review of the event in order to bring it back better and stronger in the future.
- The TT has not yet reached its full potential, yet it has reached a critical point in its product lifecycle. Whilst many opportunities lie ahead, promising greater reward, focus must rest equally on the numerous challenges that face the event, as behaviours, perceptions and expectations change faster than ever before.
- In January of this year, the Department established a long-term strategy to maximise these opportunities and effectively navigate a path through the challenges. This strategy aims to deliver this outcome by growing the TT brand, building its audience, better managing the risks associated with the event and creating a healthier, more robust organisation to oversee the Island's most widely known asset.
- This Strategy - '7 Pillars for Success: Isle of Man TT Races Strategic Plan'
- The strategy sets out 'to deliver a sustainable world-class TT that increases the economic benefit to the Isle of Man'.
- The long-term vision for the TT stated in the strategy is to be 'a world class entertainment brand based around the world's most accessible and visceral motorsport event engaging a loyal and passionate international fan base'.
- The seven pillars of the strategy are interrelated providing a structured and measured approach to delivering a world-class sporting event, driving sustainable economic benefit, and include live video coverage for the first time.
- This strategic approach to the future delivery of the TT is an important moment in the history of the event designed to deliver a new era of success.
- Meanwhile the Motorsport Team have continued to deliver the Classic TT during this period, an event that has also seen growth, currently attracting 16,000 visitors per annum and contributing £8m worth of economic benefit (alongside the Manx Grand Prix).
- The Team also continue to work with other parts of the motorsport ecosystem locally, in terms of financial and marketing support but with an increasing role in terms of logistical and operational support likely moving forward. This now also includes the management of Jurby Airfield as a national motorsport asset.







# STRATEGY AND POLICY



# MARKETING AND BUSINESS INTELLIGENCE

The Marketing & Business Intelligence team support all areas of the Department for Enterprise, including delivering comprehensive international PR and marketing programmes for each of the Executive Agencies and Locate Isle of Man, and supporting with the promotion of core Departmental activities such as the Registries and Enterprise Support (schemes).

## Key Achievements:

- The team achieved Best International Campaign for the Isle of Man for Life Campaign, delivered on behalf of Finance Isle of Man.
- Launched Cannabis for Export to market with a comprehensive and wide reaching trade marketing campaign that delivered leads to the business development team.
- Launched an overarching campaign, 'Isle of Man: The Natural Choice' in 2019, to showcase the Island's overall proposition to target audiences alongside sector specific communications.
- Event produced the Island's first Graduate Festival in 2019, facilitating more than 200 graduates to network with over 40 local exhibiting businesses.
- In 2017, we produced the final instalment of Islexpo, attracting over 1,000 delegates for a packed itinerary of business/lifestyle content.
- Achieved over 11.5 million page views across the full suite of websites managed by the Marketing and Business Intelligence team within a four year period.
- Launched the Locate Isle of Man talent portal to improve user experience and metrics, leading to more than 400 registrations in the first month.
- Implemented a comprehensive content strategy to support Digital Isle of Man's new strategic partnerships model and approach to Business Development.
- Developed a new creative for Enterprise Support, placing local businesses at the forefront of our marketing.
- Supported central Government with extensive Coronavirus communications including PR support, literature creation and digital communications.
- Led work on several Economic Recovery Programme work streams, including launching and managing 'LoveIOM' and Christmas consumer campaigns, digital content and industry briefings.
- Across all our social media channels since 2018 we have generated over 90,000 followers and an organic reach of over 11 million people.
- Visit Isle of Man have launched four major campaigns since 2016 producing videos as part of the campaigns and they have been viewed 3.5 million times.



# STRATEGY AND POLICY

- Between November 2017 and January 2018, the Department introduced a range of work permit reforms including:
  - Online application process;
  - Single application fee of £60 regardless of length of permit;
  - Automatic permits for cohabiting partners;
  - Simplified employer-only application form;
  - Simplified list of matters to be considered;
  - Revised definition of Immigration Employment Document;
  - Introduction of a register of exempt persons.
- These reforms have been overwhelmingly welcomed by industry, simplifying and speeding up the process for both the employer and prospective worker. Following the reforms, consistently over 80% of applications have been approved either the same or next working day.
- The Department worked closely with Cabinet Office Immigration on the introduction of the Worker Migrant route. Delivering significant changes and improvements compared to the previous points based system, the new worker route was specifically tailored to the needs of the Island's economy.
- A simplified process for employers is now available, with confirmation of employments issued free of charge to Isle of Man employers who require a worker from outside of the EEA (and latterly from outside of the Common Travel Area following the UK exiting the EU).
- The Department led the work on establishing an arm's length, government owned, company to drive forward urban regeneration and the development of unoccupied urban sites, in order to improve the public realm in our towns and realise the social and economic value from underused sites.
- Bringing together a project steering board comprising officers from across various Departments, detailed proposals were approved by Tynwald and the Manx Development Corporation was formally incorporated on the 31st March 2021.
- The Corporation is currently working on a detailed strategic plan, for which the approval of the Brownfield Regeneration Steering Group will be sought in July 2021. Once a strategic direction is approved, individual site appraisals will be undertaken by the Corporation, ahead of specific businesses cases being developed for approval.
- The Employee Relocation Incentive was introduced to support businesses in recruiting skilled workers from off-Island. Providing 20% of the first year salary for eligible employees (capped at £10,000) the incentive provides a unique incentive to base roles in the Island over other jurisdictions.
- To date, there have been approvals for 450 roles at an average salary of £53,134.
- In order to remove some of the barriers some businesses may face when looking to hire graduates full-time, the Graduate Role Incentive was introduced. This provides 20% of first year salary, capped at £6,000, and an Employer National Insurance rebate to a business hiring for a genuine graduate-level job.
- The Graduate Role Incentive is one of several initiatives being planned to remove some of the identified barriers businesses face when hiring graduates.

# LOCATE ISLE OF MAN

The Locate Strategy was approved by Tynwald in February 2019, with the aim of seeking to address the ongoing skill shortages across many sectors of the economy and to continue to support inward investment.

## Key Achievements:

- Since the introduction of the Locate Strategy and prior to the Covid-19 pandemic, it was estimated that there were four consecutive quarters of population growth and a reversal in the decline in the under 65 age group.
- The strategy set out six key themes:
  - Skilled Workers
  - Graduates
  - Employers
  - Employment Agencies
  - High Value Active Entrepreneurs
  - Inward Investment & New Business
- Introduction of NI Holiday in conjunction with Treasury providing a unique incentive for relocating workers which attracted significant press coverages including a piece in the Financial Times.
- Bespoke campaigns delivered in key shortage areas:
  - Finance – targeted accountancy campaign which attracted over 10,000 visits to a dedicated landing page and 688 direct leads;
  - Healthcare – eight week multi channel campaign resulting in 300 qualified, high quality leads signing up for the Locate Talent Portal;
  - Education – 2019 campaign achieved 110 enquiries, eight applications and two known relocations. 2021 campaign delivered 400 leads, 136 of which are considered high quality.
- TT week 2019 – multi channel campaign including physical presence at the TT grandstand, reaching over 100,000 people, delivering 737 newsletter sign ups and 75 genuine enquiries for employment in the Island;
- Hosted the first bespoke Graduate Fair in April 2019, attracting over 200 graduates who interacted with over 40 businesses. Two known employment outcomes as a direct result and a blueprint for future events. Unfortunately, plans for a larger scale event in 2020 were curtailed due to Covid-19.
- Increased engagement with local recruitment agencies to foster closer working relationships and partner on relevant matters.
- Introduction of financial support for those businesses promoting the Island overseas on a match funding basis.
- Recruitment Agencies have access to the Locate Talent Portal and campaigns and general marketing promote this route as the call to action for those interested in relocating to the Island.
- Facilitated a trial business concierge service (Business Connex) in conjunction with the Chamber of Commerce to assist with new business relocations. Since trial period which assisted over 100 businesses and individuals, service is now embedded in Chamber as an ongoing service.

**THE LOCATE VISION IS THAT: THE ISLAND IS AN ATTRACTIVE DESTINATION WHERE PEOPLE CHOOSE TO LIVE AND WORK AND WHERE BUSINESSES AND ENTREPRENEURS CHOOSE TO LOCATE AND INVEST, FINDING THE WORKERS THEY NEED TO DRIVE ECONOMIC GROWTH AND DIVERSIFICATION.**





ENTERPRISE SUPPORT  
FOR YOUR BUSINESS  
IN THE ISLE OF MAN



## ENTERPRISE SUPPORT

Enterprise Support administer a number of financial assistance schemes including, over the last 18 months, several Covid-19 support schemes; however the two significant schemes in terms of helping businesses to start up and to expand are the Micro Business Grant Scheme (MBGS) and Financial Assistance Scheme (FAS). Over the pandemic period the team paid out over £10 million to hundreds of local businesses, self employed persons and others adversely impacted by the lockdowns, working seven day weeks to enable payments to be made.

### MICRO BUSINESS GRANT SCHEME

- This scheme helps individuals across any sector to start up and offers financial support (£6k & £15k), training and a mentoring programme.
- 1,090 individuals have been trained and 535 small businesses helped to set up at an average cost of £5,241 per contract signed.
- The statistics show the considerable increase in activity and benefits created following the extensive review and modernisation of the scheme in 2018.
- Training courses are now fully booked until August 2021, UCM are facilitating an extra course in September to help with demand.

### FINANCIAL ASSISTANCE SCHEME

- The FAS helps businesses of all sizes in targeted sectors and is the main economic benefit and job creating scheme DfE administers.
- £28.6m offered to 279 existing and 75 new businesses (at 76% take up (the average) this would still be some £21.7m).
- In turn if all is taken up this would stimulate private sector investment of some £57.5m (at 76% £43.7m).
- Approximately 1,285 new jobs (the mid-point of minimum and maximum estimates) and 10,123 existing jobs protected.
- During the period actual grants paid are £18.1m which will have stimulated £34.9m private sector investment.

# INVESTORS IN PEOPLE & CORPORATE SOCIAL RESPONSIBILITY

- The Department holds Investors in People (IIP) 'Silver' accreditation.
- IIP have accredited more than 50,000 organisations and is recognised in 66 countries around the world, making it the global benchmark when it comes to people management.
- A three year Physical Activity Programme (Activ8) is in place (2021) where a range of activities are available to staff to assist both their physical and mental health.
- Similar programmes have resulted in a decrease in sickness leave and an overall improvement in staff wellbeing. Objectives and measures in place.
- A revamp of the Corporate Social Responsibility Policy has made the policy much more succinct and focussed, (the previous 2014 CSR policy was nine pages long), and introduced a commitment by the Executive Board to "make available one day per year for each employee to engage in work with a voluntary group or charity".
- The 2020 lockdown resulted in a determination to get some guidance in place for the Department Working from Home Policy was created to provide common direction for DfE managers and staff.
- In 2018-2019 an overhaul of our induction process and introduction of a 'welcome pack' helps new starters to DfE ease into the workplace and provides guidance on the Department's ethos and values.
- A DfE staff portal was created to keep our people informed of what's going on and provides a one-stop-shop for a range of information.
- The DfE Recognition strategy (2019) continues to ensure that recognition is given to those staff who have gone the extra mile and/or have excelled in their role. Our recognition process is unique within Government Departments.
- Building on the need to provide more mental health support for our people, several workshops have been held (2020 – 2021) to assist staff in recognising and better understanding the potential early signs of mental health issues. We have just trained several Mental Health First Aiders to provide a higher level of support if it's needed.
- Built around existing staff performance and their future potential, 9 Box and 3C's tools were designed and introduced to replace the PDR process and provide improved review conversations and assist with staff succession planning. (2017-2018). A DfE specific 9-box was developed. The 3C's provide a conversational structure for line managers to value and record an individual's input based on key 1-2-1 discussions around Credibility, Capability and Character – the 3C's!
- An IIP project team was established to look at raising awareness of Equality and Diversity in the workplace (2017). Working with LEaD the team created a three hour training session which was successfully evaluated by a cross Department focus group. Several E&D awareness workshops were held throughout the year.
- The IIP Group continue to channel change within the Department for Enterprise and wider Government. Our original People Strategy is based around six critical success factors; leadership, communication, recognition, development, induction and values.

# FINANCIAL SUMMARY

## YEAR END FINANCIAL POSITION AT 31ST MARCH 2021

Table 1 below provides at high level the Department's year end revenue position by budget category at an overall surplus of £152k (Column 3) against the original Pink Book annual target (Column 2).

TABLE 1 - YEAR END REVENUE BY BUDGET CATEGORY

|                                           | 1                             | 2                                       | 3                                              |
|-------------------------------------------|-------------------------------|-----------------------------------------|------------------------------------------------|
| GL CATEGORY                               | ACTUAL AT END MARCH 2021<br>£ | PINK BOOK ANNUAL BUDGET<br>2020-21<br>£ | VARIANCE AT END MARCH 2021<br>(PINK BOOK)<br>£ |
| 1 - INCOME                                | (23,060,896)                  | (27,148,368)                            | (4,087,472)                                    |
| 2 - PAYROLL                               | 9,946,367                     | 10,335,856                              | 389,489                                        |
| 3 - INFRASTRUCTURE EXPENSES               | 512,742                       | 678,666                                 | 165,924                                        |
| 4 - TRANSPORT EXPENDITURE                 | 97                            | 0                                       | (97)                                           |
| 5 - SUPPLIES & SERVICES                   | 8,114,987                     | 12,789,922                              | 4,674,935                                      |
| 6 - AGENCY & CONTRACTED SERVICES          | 0                             | 0                                       | 0                                              |
| 7 - LOAN CHARGES, GRANTS ETC              | 5,802,524                     | 4,811,287                               | (991,237)                                      |
|                                           |                               |                                         |                                                |
| <b>TOTAL EXPENDITURE</b>                  | <b>24,376,716</b>             | <b>28,615,731</b>                       | <b>4,239,015</b>                               |
|                                           |                               |                                         |                                                |
| <b>TOTAL NET INCOME &amp; EXPENDITURE</b> | <b>1,315,821</b>              | <b>1,467,363</b>                        | <b>151,542</b>                                 |

This outturn includes £2.528m of fund expenditure that has been affordable solely due to the coronavirus situation reducing activity levels and so costs in most Divisions but notably within Motorsport Division, where due to the impact of the cancellation of the TT and FOM, cost savings were £5.8m. Table 2 provides the year end financial position by Divisional income and expenditure.

Tables 3 and 4 provide a summary breakdown of the £2.528m fund expenditure by fund name and Division name.

Appendix 1 breaks down the total fund expenditure by scheme name.



TABLE 2 - FINANCIAL POSITION BY DIVISIONAL INCOME AND EXPENDITURE AS AT 31ST MARCH 2021

| DIVISION                   | ACTUAL AT END MARCH 2021 |           |             |              | PINK BOOK ANNUAL BUDGET 2020-21 |            |             |              | VARIANCE AT END MARCH 2021 |           |             |             |
|----------------------------|--------------------------|-----------|-------------|--------------|---------------------------------|------------|-------------|--------------|----------------------------|-----------|-------------|-------------|
|                            | INCOME                   | PAYROLL   | EXPENDITURE | NET          | INCOME                          | PAYROLL    | EXPENDITURE | NET          | INCOME                     | PAYROLL   | EXPENDITURE | NET         |
| AIRCRAFT REGISTRY          | (3,397,812)              | 1,287,842 | 977,211     | (1,132,759)  | (4,589,551)                     | 1,380,405  | 1,742,593   | (1,466,553)  | (1,191,739)                | 92,563    | 765,382     | (333,794)   |
| BUSINESS AGENCY            |                          | 289,858   | 110,038     | 399,895      |                                 | 287,890    | 145,421     | 433,311      |                            | (1,968)   | 35,383      | 33,416      |
| CENTRAL REGISTRY           | (15,183,858)             | 1,589,994 | 336,109     | (13,257,755) | (14,561,039)                    | 1,524,435  | 349,866     | (12,686,738) | 622,819                    | (65,559)  | 13,757      | 571,017     |
| CHIEF EXECUTIVES OFFICE    | 0                        | 475,690   | 1,055,618   | 1,531,307    | (5,072)                         | 472,897    | 959,419     | 1,427,244    | (5,072)                    | (2,793)   | (96,199)    | (104,063)   |
| DIGITAL AGENCY             |                          | 633,094   | 280,490     | 913,585      |                                 | 655,902    | 176,825     | 832,727      |                            | 22,808    | (103,665)   | (80,856)    |
| ENTERPRISE SUPPORT         | (86,731)                 | 511,210   | 4,572,768   | 4,997,247    | (185,469)                       | 493,200    | 3,983,613   | 4,291,344    | (98,736)                   | (18,010)  | (589,155)   | (705,903)   |
| FINANCE AGENCY             |                          | 439,481   | 192,385     | 631,866      |                                 | 442,377    | 244,026     | 686,403      |                            | 2,896     | 51,641      | 54,537      |
| FUND RECLAIMS              | (30,131)                 | 221,676   | 2,336,518   | 2,528,062    | 0                               | 0          | 0           | 0            | 30,131                     | (221,676) | (2,336,518) | (2,528,062) |
| ISLE OF MAN SHIP REGISTRY  | (3,257,996)              | 1,736,337 | 1,165,204   | (356,455)    | (3,700,000)                     | 2,134,470  | 1,254,751   | (310,779)    | (442,004)                  | 398,133   | 89,547      | 45,676      |
| MOTORSPORT                 | (235,625)                | 672,024   | 2,228,154   | 2,664,353    | (3,163,385)                     | 798,710    | 7,859,214   | 5,494,539    | (2,927,560)                | 126,686   | 5,631,060   | 2,830,186   |
| STRATEGY & POLICY DIVISION | (867,062)                | 1,596,871 | 475,839     | 1,205,648    | (918,187)                       | 1,693,278  | 475,377     | 1,250,468    | (51,125)                   | 96,407    | (462)       | 44,820      |
| VILLA GAILEY COMPLEX       |                          |           | 0           | 0            |                                 |            | 0           | 0            |                            |           | 0           | 0           |
| VIST AGENCY                | (1,480)                  | 492,290   | 700,017     | 1,190,827    | (25,665)                        | 452,292    | 1,088,770   | 1,515,397    | (24,185)                   | (39,998)  | 388,753     | 324,570     |
| GRAND TOTAL                | (23,060,896)             | 9,946,367 | 14,430,350  | 1,315,821    | (27,148,368)                    | 10,335,856 | 18,279,875  | 1,467,363    | (4,087,472)                | 389,489   | 3,849,525   | 151,542     |

TABLE 3 - SUMMARY OF TOTAL FUND USE BY NAME

| FUND NAME                        | AMOUNT<br>£      |
|----------------------------------|------------------|
| BREXIT FUND                      | 83,880           |
| CENTRAL CONTINGENCY FUND         | 147,619          |
| ECONOMIC DEVELOPMENT FUND        | 264,337          |
| ECONOMIC RECOVERY FUND           | 884,324          |
| ENTERPRISE DEVELOPMENT SCHEME    | 53,148           |
| MARKETING INITIATIVE FUND        | 1,058,576        |
| TOWN & VILLAGE REGENERATION FUND | 36,178           |
| <b>GRAND TOTAL</b>               | <b>2,528,062</b> |

TABLE 4 - SUMMARY OF TOTAL FUND USE BY DIVISION

| DIVISION                   | AMOUNT<br>£      |
|----------------------------|------------------|
| BUSINESS AGENCY            | 1,166,137        |
| DIGITAL AGENCY             | 300,414          |
| ENTERPRISE SUPPORT         | 96,001           |
| FINANCE AGENCY             | 169,343          |
| MOTORSPORT                 | 5,249            |
| S&P LOCATE                 | 129,152          |
| STRATEGY & POLICY          | 122,928          |
| STRATEGY & POLICY - ES     | 117,870          |
| STRATEGY & POLICY - LOCATE | 141,579          |
| VISIT AGENCY               | 279,390          |
| <b>GRAND TOTAL</b>         | <b>2,528,062</b> |



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